

17 November 1988

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM:

Director of Training and Education

SUBJECT: Weekly Report

25X1

25X1

* 2. OTE's Soviet Realities Institute, together with the Office of Soviet Analysis and the USSR Division, Office of Leadership Analysis, conducted a simulation of the Soviet Politburo on 9-10 November. The session focused on the impact of the U.S. election, and Politburo roles were played by LDA and SOVA analysts, and a senior analyst each from NSA and the Department of State. The purpose of the simulation was twofold: to give analysts an opportunity to enrich their understanding of the processes and key players in Soviet decisionmaking, and to explore the practical consequences of a major U.S. event. The participants produced a Politburo Communique at the conclusion of a lively exchange of views, proposals, and concerns. The success was in large measure due to the exceptional performance of Bob Blackwell, NIO for the Soviet Union, as Gorbachev.

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4. OTE officers who have conducted the PAR Workshop met with IG staffers who are preparing a report for the DCI on the Agency's PAR System from the perspective of the manager. Based on experience in teaching PAR Workshops, the message was the Agency's PAR system is a good system that is not well understood by managers and is a source of great frustration to them.

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SUBJECT: Weekly Report

25X1 5. Representatives from NSA's Security Awareness Group, Office of Security, spent several hours working with OTE's Surveillance Detection Interactive Video (SDIV) on 9 November. They were enthusiastic about the program and plan to talk with their training office about expanding the use of Computer Based Training (CBT) and/or Interactive Video (IVD) into the area of security awareness training. [REDACTED]

25X1 6. An OTE instructor, working with the Office of Security, has arranged for the offering of about 25 seminars over the next several months on computer security issues. The seminars will be directed at both non-technical and technical computer users, managers, and executives. A dry run of a seminar, conducted by two members of the Intelligence Community staff on threats and vulnerabilities, is scheduled for 14 - 15 November. [REDACTED]

25X1 [REDACTED]

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MEMORANDUM FOR: Director of Training and Education

FROM:

Chief, Intelligence Training Division

SUBJECT: ITD Weekly Report

✓ 1. The seventh running of the three-day ^{OR} Supervision of Analysis course concluded on 9 November. The seven new DI branch chiefs in this running were enthusiastic in their response to the course, collectively rating it 4.71 on a five-point scale. Typical of their written comments was this one: "I've never taken a course with as much relevance to the job and plan to apply much of what I learned." No

25X1 With the successful completion of this running of SOA, 55% of the DI's 162 line production branch chiefs have taken the class. Another 46, or 28%, have been on the job over two years and may no longer need the course. There are 28 branch chiefs, or 17% of the total, with less than two years experience who should still find the course highly beneficial. The next running of Supervision of Analysis is scheduled for 28 February-2 March 1989.

25X1 2. The second running of the Mastering the DI Writing Style concluded on 10 November. The five students--representing four of the DI's intelligence production offices--repeatedly praised the course's emphasis on rigorous study and application of the principles of expository writing. One student described the course's intensive sequence of consecutively more complex writing exercises as "flawless," and another student commended the instruction as "the most practical and beneficial course" he has attended in the Agency thus far. Each participant also was pleased with the daily editorial changes to the previous day's drafts and pointed out ways the students could improve subsequent submissions. The instructors judge that four of the five students clearly improved their ability to write, and that one of these four made substantial strides--particularly with regard to conceptualizing papers as a whole and developing better self-editing skills.

* 3. ^{OTF'S} The Soviet Realities Institute, together with the Office of Soviet Analysis and the USSR Division, Office of Leadership Analysis, conducted a simulation of the Soviet Politburo on 9-10 November. The session focused on the impact of the U.S. election, and Politburo roles were played by LDA and SOVA analysts, and a senior analyst each from NSA and the Department of State. The purpose of the simulation was twofold: to give analysts an opportunity to enrich their understanding of the processes and key players in Soviet decisionmaking, and to explore the practical consequences of a major U.S. event. The participants produced a Politburo Communique at the conclusion of a lively exchange of views, proposals, and concerns. The success was in large measure due to the exceptional performance of Bob Blackwell, NIO for the Soviet Union, as Gorbachev.

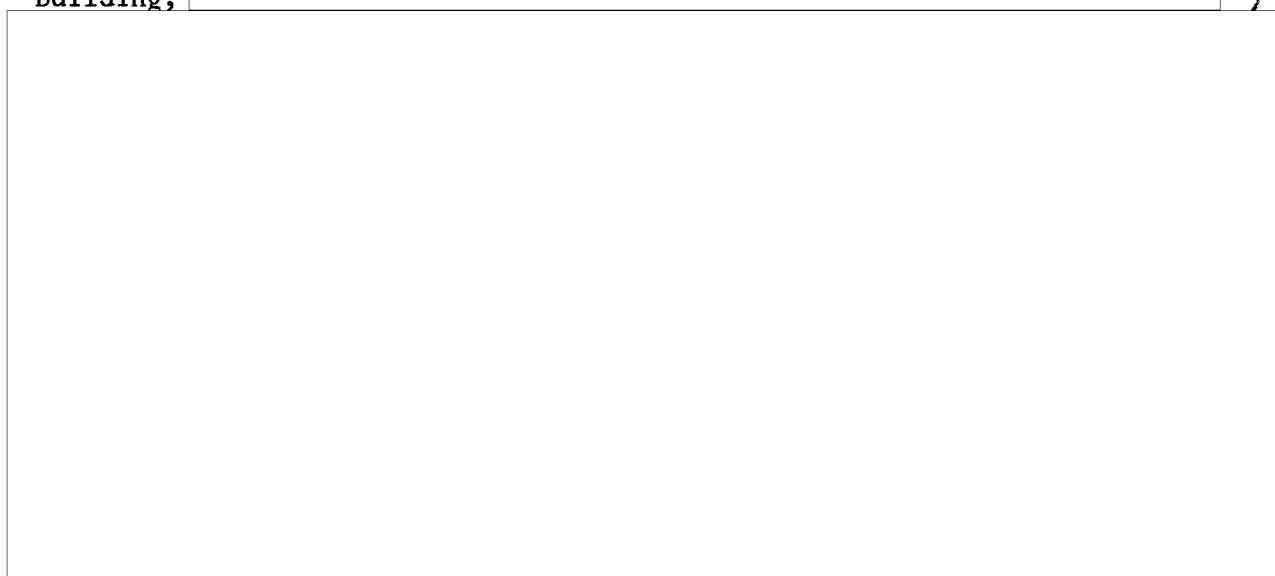
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25X1 SUBJECT: ITD Weekly Report

4. Dr. Rajan Menon, Scholar in Residence at the Kennan Institute, spoke to the Soviet Foreign Policy Block on "Soviet Interests and Activities in the Third World" on Monday, 14 November. Dr. Menon noted a shift in Soviet views and policy in the Third World, as "states of Socialist orientation" (Angola, South Yemen, Ethiopia) are being supplanted as the significant areas of Soviet interest by states like India. Primary emphasis is being placed on the size and geopolitical importance of a state rather than its ideological and revolutionary characteristics. As a result, the Soviet Union considers India, Israel, South Korea and Thailand as key states in the Third World.

5. ^{OR-} The Topical Issues Branch offered "Life on the Other Side: An Overview of the DO for the DI" on 9-10 November in the New Headquarters Building,



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15 November 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [REDACTED]

Chief, Leadership Development Division
Office of Training and Education

25X1 SUBJECT: LDD Weekly Report [REDACTED]

25X1 [REDACTED] met with [REDACTED] Executive Assistant, [REDACTED], to
25X1 discuss his and [REDACTED] involvement as facilitators in the 7 December
25X1 DCI Executive Seminar. The final session of this year's Seminar will be a day
25X1 long retreat [REDACTED] to discuss leadership development in the CIA and how to
25X1 ensure that the Agency is dynamic and flexible [REDACTED]

25X1 The new Deputy Director for Personnel for Compensation, Automation and
25X1 Planning, [REDACTED] has given assurances of his continuing support for
25X1 Leadership Development Division programs. In a meeting with [REDACTED] he
25X1 said he would very much like to continue OP's involvement in Managing in the
25X1 CIA, Intelligence Issues and Challenges, Midcareer Course, and the Executive
25X1 Seminar. His deputy, [REDACTED] who is retiring shortly--will still be
25X1 available to work with LDD on a new design for a segment dealing with
25X1 personnel management trends in the Executive Seminar. [REDACTED]

25X1 A running of Managing in CIA was held November 7-9. [REDACTED]
25X1 [REDACTED] were the instructors for this run. [REDACTED] from the Counter
Intelligence Staff, was the manager-in-the-classroom. The run went well with
25X1 several students indicating they will start using AWP's and provide more
25X1 feedback to their employees. [REDACTED]

25X1 On November 10, [REDACTED] conducted a PAR workshop for
the Office of SIGINT Operations (OSO). This was part of a series of PAR
workshops MTB is conducting for OSO officer-in-charge. The workshop was
generally well received with the students rating it an overall 4.2. However,
there was some disappointment over the presentation by the OSO career
management officer. Some questions went unanswered and there were some
contradictory comments concerning the OSO career panel system. We will work
25X1 with the OSO CMO staff to improve the segment for the next running in
25X1 February [REDACTED]

[REDACTED]

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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 Twenty-four SIS officers and selected GS-15s are scheduled to attend the
25X1 Levinson Leadership Seminar 4-9 December 1988 [redacted] Directorate
representation is: DO-six, DA-six, DS&T-six, DI-five and one from O/DCI. The
25X1 Levinson Institute faculty in addition to Henry Levinson will be Maurice
25X1 Vandernol, William Hausman, Joseph Sabbath and Ralph Hirschowitz all M.D.s.

25X1 [redacted]
25X1 [redacted]
25X1 [redacted] met with [redacted] and others on
the IG staff who are preparing a report for the DCI on the Agency's PAR System
from the perspective of the manager. Based on ~~our~~ ^{the} experience in teaching PAR
Workshops, ~~our~~ ^{the} message was the Agency's PAR system is a good system that is
not well understood by managers and is a source of great frustration to them.
The root of the problem is our Agency culture; a culture in which managers
identify themselves as specialists and producers rather than organizers and
evaluators of work and people. We stressed that these deficiencies impede
productivity and efficiency and hence undermine our ability to "get the job
done." [redacted] said he was impressed by many of our points and would revise
his draft accordingly [redacted]

25X1 [redacted] attended the Office
of Leadership Analysis's (LDA) Conference. The morning plenary session had
several distinguished leadership researchers (e.g., Chermers-Contingency
Theory; Hollander-idiosyncratic credits) presenting their latest findings.
The afternoon sessions were a series of simultaneous workshops which allowed
25X1 analysts to participate in a group dynamics experiential exercise. [redacted]
25X1 [redacted] provided LDA with a list of independent contractors from which
they selected the workshop facilitators. The workshops were a huge success
and the first opportunity for some analysts to actually experience a topic
25X1 they often write about [redacted]

14 November 1988

MEMORANDUM FOR: Deputy Director of Training and Education

FROM: [REDACTED]

Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (7-18 November 1988)

Where We Are

✓ 1. Representatives from NSA's Security Awareness Group, Office of Security, spent several hours working with (SDIV) on 9 November. They were enthusiastic about the program and plan to talk with their training office about expanding the use of (CBT) and/or (IVD) into the area of security awareness training. *OTE's Surv. Detection Interactive Video*
Computer Based Training *Interactive Video*

2. The Audiovisual Section set up VCRs in a safe house and continued video duplication apace, and we are almost caught up. The CI Center has asked us to duplicate various MPB holdings in our CI Video Collection.

3. The Visual Aids Section took four days of advanced training in Genographics use.

4. The Television Production Section held rehearsals for BRIEFING BLUES Tuesday and Wednesday. All casting is complete. Our contractor delivered the first draft of the KGB OFFICER PROFILE script on Tuesday.

5. [REDACTED] and I met with C/LTD, DC/LTD, and [REDACTED] to discuss IVD issues. We share a concern that OTE resources for IVD work are falling off precipitously.

6. The Curriculum Committee met on 10 November to discuss a particularly diverse set of issues. (Minutes will follow.)

Where We Are Going

7. C/CBTG and [REDACTED] plan to attend a 17 November session arranged by MPB with a supplier of a TEAC laser disk recorder equipment to look into the option of pressing our own videodisks.

8. The Television Production Section will shoot footage for possible commercials and future productions Monday around the monuments downtown. The KGB script will be discussed with the client Tuesday. Taping of BRIEFING BLUES is scheduled for Tuesday through Friday.

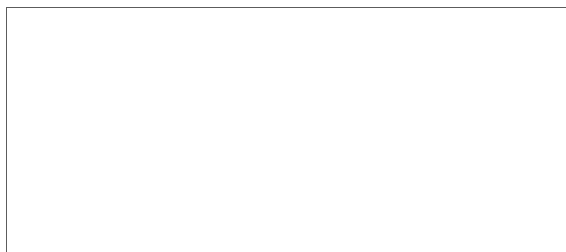
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9. [redacted] from ISTD will begin Ventura training for VAS and a member of the Administration Staff on Tuesday.

10. I lecture to International Economic Issues on what I call "crash" economics on 14 November. (In this context, "crash" means all the theory and examples of fundamentals I can cram into 90 minutes.)

25X1



15 November 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [redacted]

Chief, Information Systems Training Division

SUBJECT: ISTD WEEKLY - 9-15 November 1988

1. The Facsimile machines from CofC [redacted] and CofC to Headquarters are now operational. These machines are located in the CER, Room 504. The one at Headquarters is located in the Watch Office, Room 7F27, and the one [redacted] Building.

2. We have located a Wang stand-alone system (WPS) that will be shipped [redacted] This system will give the [redacted] word processing capabilities.

3. [redacted] *can not instruct the Office of Security* ISTD, working with OS/ISA, has arranged for the offering of about 25 seminars over the next several months on computer security issues. The seminars will be directed at both non-technical and technical computer users, managers, and executives. ~~Seminars range in length from two hours to two days.~~ A dry run of a seminar, conducted by two members of the Intelligence Community staff on threats and vulnerabilities, is scheduled for 14-15 November.

4. Three members of the ISTD/WPTB staff attended the annual WANG Conference in Boston 6-9 November 1988. The conference was attended by more than 7,000 people, including members of the International Society of Wang Users (ISWU). Monday, 7 November 1988, was designated as "Federal" day and all displays were geared toward Wang's federal account. There was much new to see in hardware and application programs.

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15 November 1988

MEMORANDUM FOR: Director of Training and Education

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FROM:

[REDACTED]

Chief, Training Support Division

SUBJECT: Weekly Report

1. During the week of 7-10 November, the Training Support Division processed 147 requests for external training and 224 requests for internal training, forwarded 159 instant confirmation notices to students, and confirmed 15 courses.

STAT

2. OTE is in the process of validating FY 1988 statistics. On Monday, C/ITB, [REDACTED] met with representatives from each OTE instructional divisions to resolve the final statistical report which is due this week.

STAT

STAT

3. On Thursday, C/ITB (with the assistance of [REDACTED] and [REDACTED]) briefed 15 training officers and training assistants from the DCI in the use of TEAMS. Several Training Officers stated that they plan to implement the use of TEAMS (specifically, the use of the electronic form) in their offices in the very near future. The on-line Catalog and Schedule of Courses and the TEAMS screens were well received.

STAT

4. [REDACTED] C/ITB, visited WOTD's Staff Meeting on Thursday to update WOTD personnel on TEAMS.

STAT

STAT

5. Special Requests: [REDACTED] ran a report for FBIS on its employees who have completed MCIA, LPCIA, and Counseling Skills for Managers. [REDACTED] printed training records from TEAMS for the OGI Training Officer who has not been training in screen printing yet.

STAT

6. [REDACTED] continues to work on the hard-copy Catalog of Courses and has printed a first draft. We plan to meet with the printers to discuss formatting some time next week.

7. Overtime support has shifted from the Internal Training Branch to the External Training Branch. Only nine hours of overtime were worked in support of ITB this week--a record low, while ETB had 106 hours.

STAT

[REDACTED]

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Administration Division Weekly
7-10 November 1988

Space

25X1 DC/AD arranged meeting on 10 November for fit-up of Personal Security Studio at South Building with OL architect, contract architect, construction representative, and [redacted]

25X1 Memo forwarded to BSB/OL re move dates of 12, 13, 17, 18, 19, 20 January for WOTD and SACTD from [redacted]

DC/AD attended ILSP meeting on 10 November re update on NHB. OTE classrooms continue to be behind schedule.

- OTE Conference during this time!

Miscellaneous

25X1 C/Logs attended OL seminar on "Sexual Harrassment" on 9 November

[redacted] attended "Introduction to Microsoft Word" Course on 9 November.

C/B&F attended "Managing in CIA" 7-9 November.

Personnel

On 7 November, C/PB attended the DA Personnel officers bi-weekly. The following topics were discussed:

- OMS - The new automated 1152 (Request for Medical Evaluation).
- OP/Retirement - Thrift Open Season (15 November 1988 - 31 January 1989).
- OP/Employment - Update on the DA Minority Task Force.

25X1 DC/PB visited [redacted] on 7 November to receive a briefing on its functions and activities.

Started working on the FY-88 Awards report for D/OTE.

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Panel Support

- Continued preparation for the GS-10 Language Instructor Panel scheduled for 29 November. Requested completion of SIFs and submission of PARs pending from LTD.
- Followed up on outstanding SIFs and PARs for the GS-11 Panel scheduled for 21 November.

Logistics

Assembled new lockers for Guards' Lounge.

Ordered carpet for Guards' Lounge and linoleum for 1006 kitchen area.

Renovation of ground floor in progress. Projected date for completion 1 December.

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